

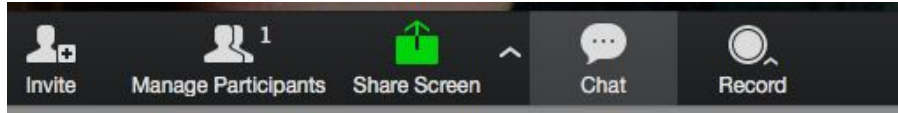
Teacher Retention

Webinar

Oct. 30, 2019

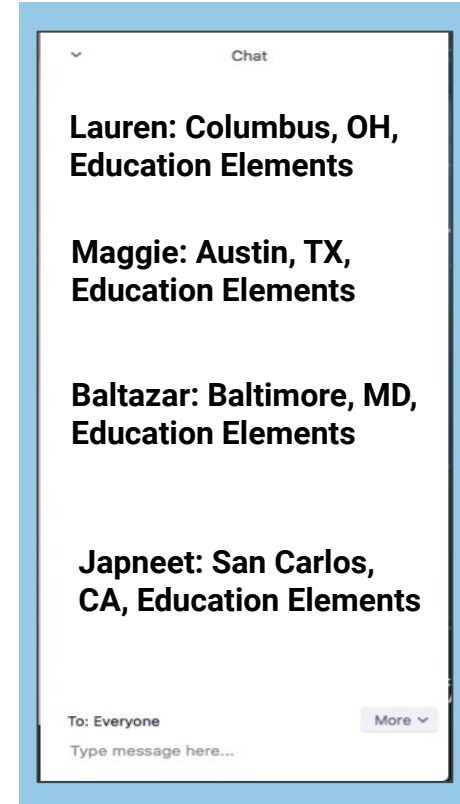


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On the toolbar, select the **chat** icon and type your:

- (1) Name
- (2) Location
- (3) District or Company



Your EE Team



Lauren Acree
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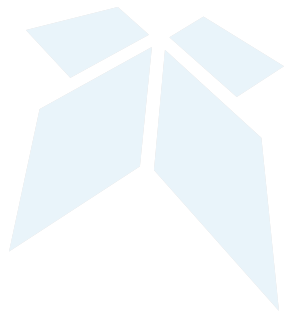
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Agenda

Welcome and Introductions

Understanding the 8 Elements of
Teacher Retention

Diving Deeper: Career Pathways

Diving Deeper: Dynamic
Recruitment

Closing

Understanding the Problem



Enrollment in
teacher preparation
programs is falling



17 - 40% of teachers
leave the profession
in their first 5 years.



More than 110,000
classrooms are staffed with
an under-qualified teacher.



$\frac{2}{3}$ of teachers who leave
are leaving for reasons
other than retirement



Teacher attrition
costs districts
\$10-20,000/teacher

Reason to Act | Teacher Retention

75%¹

Of effective teachers would have stayed in the classroom if their key problems had been addressed.

¹Source: [The Irreplaceables](#), TNTP



Poll: Which of these elements is the biggest challenge or opportunity for your district?



Today we will...



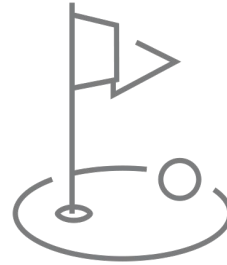
SPARK

Understand why this idea matters through first-hand experiences



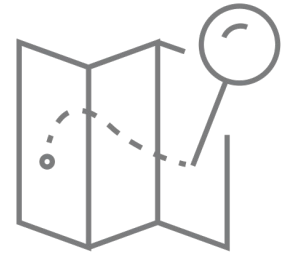
EXPAND

Explore resources and deepen knowledge related to idea



PRACTICE

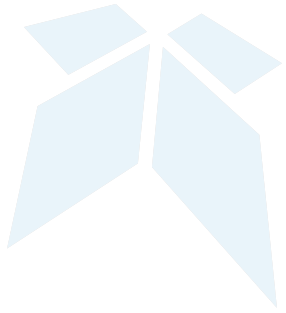
Try using the idea in small, safe ways to prepare for application



PLAN

Develop a hypothesis to test and determine the supports you need

There will also be time for question and answer at the end of each section.

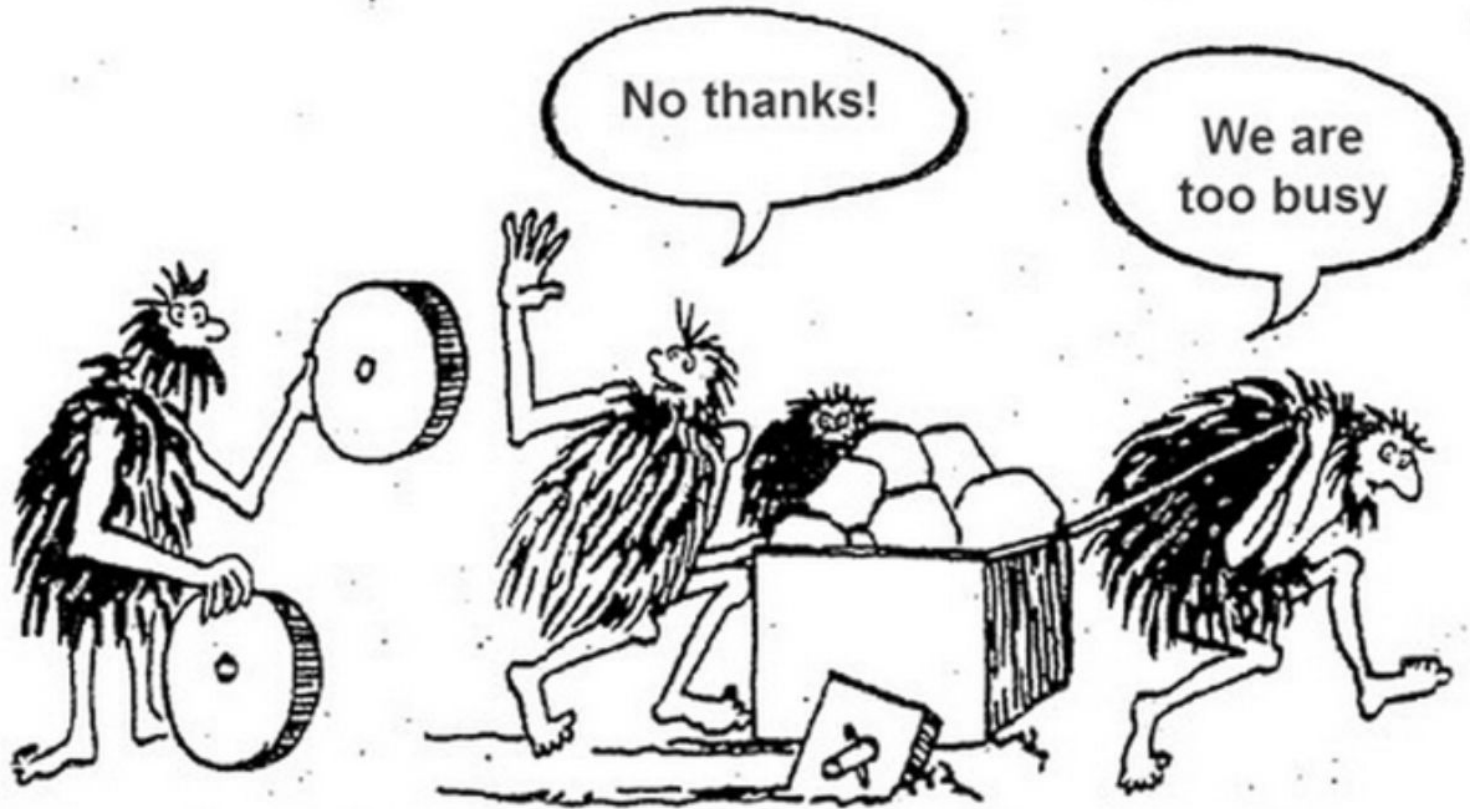


Career Pathways

We provide our
teachers with clear
pathways for
learning, leadership,
and promotion.



SPARK





SPARK



What are some different ways to eat Cheerios?

What are some different flavors of Cheerios you could invent?

How could you find out if people like the new flavors?



EXPAND

Professional Learning

Traditional approach

Most teachers attend the same professional learning experiences, may not have a say in the content or structure.

Why rethinking this matters

87% of millennials say **professional growth** and **development opportunities** are top priorities.



EXPAND

Professional Learning

What this might look like:

- Personalized onboarding experience
- Teacher residency program
- Micro-credentialing or badging
- Individualized coaching
- Peer to peer learning opportunities



EXPAND

Leadership

Traditional approach

Leadership roles may be perceived as jobs with positional authority and/or are limited to a small percentage of teachers.

Why rethinking this matters

“People are **energy sources to be activated**, not depleted, to maximize businesses.”

-Bruce McTague



EXPAND

Leadership

What this might look like:

- Peer mentor
- Committee representative
- Lead professional development
- Grade level/department leader
- Pilot a new approach or program and teach others



EXPAND

Promotion

Traditional approach

There are only as many opportunities for promotion as there are open roles outside of the classroom (i.e. AP, Coach, Principal, etc.).

Why rethinking this matters

Only 1 in 3 people strongly agree they have the opportunity to **reach their full potential** at their current organization.



EXPAND

Promotion

What this might look like:

- Teacher on special assignment
- Role of Master teacher, Distinguished teacher, etc.
- Hybrid roles - part teaching, part X (coaching, curriculum design, etc.)
- Bonuses or salary scale connected to performance



PRACTICE

Consider a high performing or high potential teacher in your school or district. Choose 1 area of career pathways below to focus on.

Professional Learning

List the opportunities for professional learning they've had this school year.

Leadership

List the opportunities for leadership they've had this school year.

Promotion

List the opportunities for promotion that may be available to them in the next year.

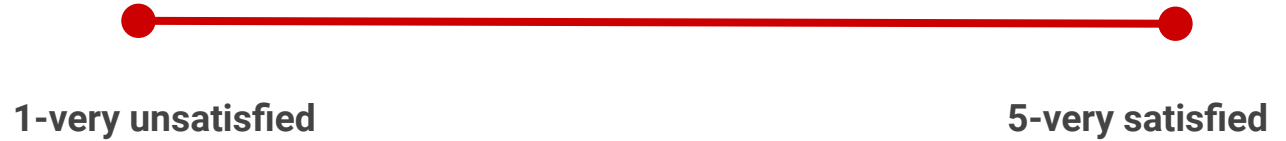


PRACTICE

Continuing w/ the same teacher and same area of career pathways you focused on, consider:

How satisfied is this teacher with current opportunities for professional learning, leadership, or promotion?

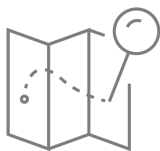
Satisfaction



How motivated is this teacher by this area of career pathways?

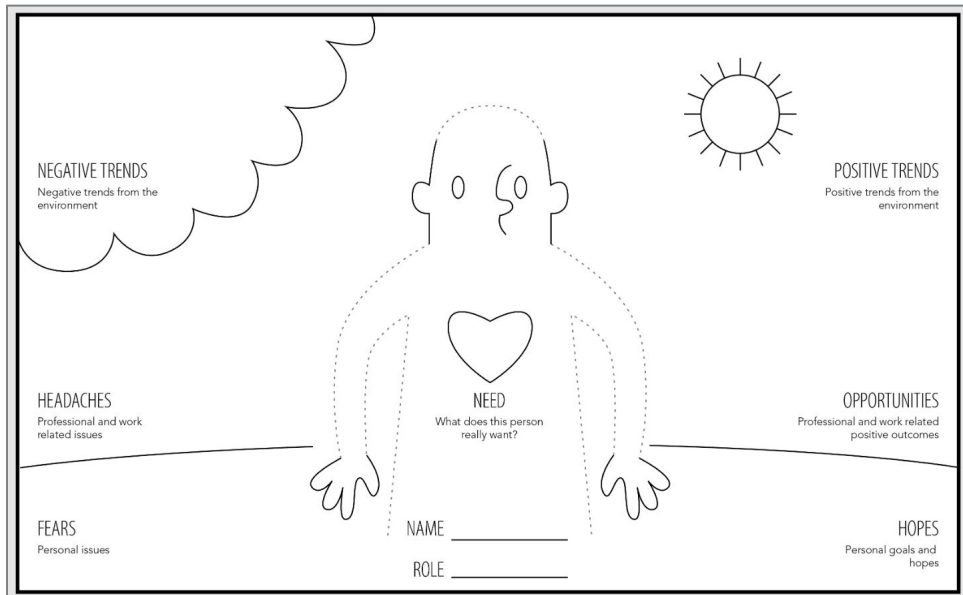
Motivation





PLAN

Design a Better Business Persona Canvas



re:Work career conversation worksheet

re:Work

Career conversation worksheet

Use the GROW model (developed by Graham Alexander, Alan Fine, and Sir John Whitmore) to guide your career conversations with your team members.

Goal: What do you want?

Establish what the team member really wants to achieve with their career.

Sample questions to ask:

- "Where do you see yourself in one, five, and ten years?"
- "If money or your current skills weren't an issue, what would be your dream role?"
- "What are your interests, values, and motivations?"

Reality: What's happening now?

Establish the team member's understanding of their current role and skills.

Sample questions to ask:

- "What are the most rewarding or frustrating aspects of your current role?"
- "Do you feel challenged or stretched in your current role? What would make it more challenging? What isn't challenging you?"
- "What feedback have you received from other people on your strengths and weaknesses?"

Options: What could you do?

Generate multiple options for closing the gap from goal to reality.

Sample questions to ask:

- "What can you do right now to further develop skills that would be useful in reaching that goal we talked about earlier?"
- "What stretch assignments, big projects, or experiences could you pursue?"
- "What networking or mentorship options are there?"

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Q&A Time





Dynamic Recruitment

We attract and select
teachers based on an
inspiring challenge
and clear
competencies.



SPARK



Why did you **join** our district/school?

Why do you **stay** at our district/school?

Why would you **leave** our district/school?



SPARK

Potential Responses

Why did you **join**?

- Impact students
- Continue to learn
- Part of community
- Welcoming team
- Relationships
- Grow leadership

Why do you **stay**?

- Supportive place
- Impact on kids
- Autonomy
- Passionate team
- Development
- Common vision

Why might you **leave**?

- Unsustainable role
- Misaligned to vision
- Lack of autonomy
- Lack of diversity
- Stopped learning
- Lacked mentorship



EXPAND

Three essential considerations for Dynamic Recruitment

Define Self

Align your hiring practices with your organization's vision, mission, culture and values.

Attract Candidates

Inform recruitment strategies with data to address local needs and communicate your strengths, values and opportunities for growth.

Candidate Selection

Design hiring practices that collect and evaluate demonstrated evidence of required outcomes & competencies.



EXPAND

Define Self Cycle



Survey team members on the 3 key questions: why they **joined**, **stay**, and might **leave**. This informs your EVP.



Synthesize what your district or school's **main headline** message is from survey analysis.



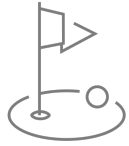
Determine the 3-5 **key trends** that your team members care most about and are most motivated by.



Compose your **core recruitment message** for each trend identified. **Communicate directly.**

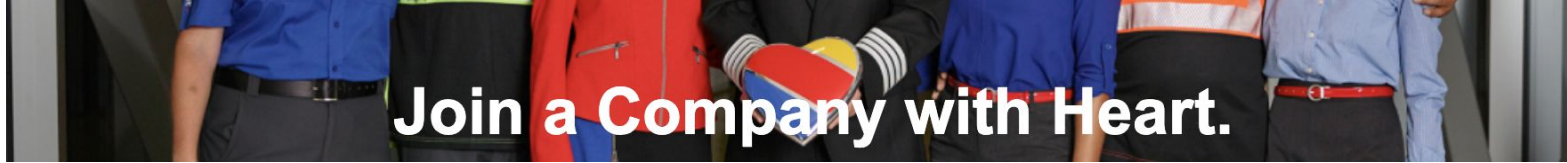


Align and **apply** your core recruitment messages across **recruitment platforms.**



PRACTICE

Recruitment Case Study: Southwest Airlines



Join a Company with Heart.

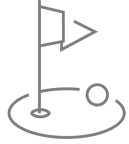
Our Culture is often imitated, and never duplicated. Every Employee is responsible for promoting and preserving our Culture. We also have a Culture Services Department that is charged with championing a Culture through which every Employee knows he or she matters.

Our Culture is woven into all aspects of our business and our Employees' lives, from the way Employees treat each other to the way that our Company puts our Employees first. Three vital elements of our Culture are appreciation, recognition, and celebration.

In order to promote and foster a fun and healthy work environment, we work to appreciate every Employee through Local and Companywide Culture Committees.

Employees take time to recognize each other in formal and informal ways, including internal awards and programs, such as the Winning Spirit Award. We have several prestigious Company awards that Employees can be nominated to receive, like the President's Award, and we recognize Company service through milestone anniversary celebrations.

Celebrating is something Southwest® is known for—our Company history is full of fun and creative events, and our Employees enjoy annual Companywide celebrations such as Spirit Parties, Chili Cook-offs, and the Southwest Rallies. On top of the Company-sponsored events, our Employees enjoy participating in locally-hosted celebrations and recognition for life events and milestones.



Recruitment Case Study: Southwest Airlines

PRACTICE

Our Purpose

Connect People to what's important in their lives through friendly, reliable, low-cost air travel.

Our Vision

To become the World's Most Loved, Most Flown, and Most Profitable Airline.

Our Mission

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

To our Employees

We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Creativity and innovation are encouraged for improving the effectiveness of Southwest Airlines. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer.



Recruitment Case Study: Southwest Airlines

PRACTICE

Values

Live the Southwest Way

- Warrior Spirit**
- Strive to be the best
 - Display a sense of urgency
 - Never give up

- Servant's Heart**
- Follow The Golden Rule
 - Treat others with respect
 - Embrace our Southwest Family

- Fun-LUVing Attitude**
- Be a passionate Team Player
 - Don't take yourself too seriously
 - Celebrate successes

Work the Southwest Way

- Work Safely**
- Follow standard operating procedures
 - Identify and report hazards
 - Respect and comply with regulations

- Wow Our Customers**
- Deliver world-class Hospitality
 - Create memorable connections
 - Be famous for friendly service

- Keep Costs Low**
- Show up and work hard
 - Protect our ProfitSharing
 - Find a better way



Recruitment Case Study: Southwest Airlines

PRACTICE

Southwest Citizenship

At Southwest Airlines, it's always been about Heart. It's about connecting People and championing communities, because distance shouldn't keep us from being neighbors. Whether in the air or on the ground, we believe community is more than a place—it's at the Heart of what brings us together.

Learn more about Southwest Citizenship. To read more about how Southwest is doing its part to be a good citizen, read our One Report™.

“

From the moment I stepped foot on the campus for my first interview, I knew Southwest was different than all the rest. It is extremely rewarding to be able to respond to the reoccurring question about how I like working for Southwest with, "I love it! It is the best Company I have ever worked for." You don't feel you are actually "working;" you feel you are an important part of this great

Company."



Derek Whisenhunt
Technology Senior Manager
and US Marine Corps Veteran



“

I am naturally a fun-loving, free-spirited person who loves to be around people—helping, serving, and building bonds. Southwest's Culture is every one of these things and more. Southwest has given me the opportunity to be me. I get to turn it all the way up and enjoy myself at

work."



Roshawn Casey
Inflight Instructor and US Army
Veteran



“

For over 16 years, I've had the privilege of working for one of the most respected brands in the world. It is the People of Southwest and the ability to influence Customers that energizes and motivates me to deliver excellent results. I am surrounded by talented, passionate professionals from diverse backgrounds. In the Corporate Sales Department, we are building a Team of trusted advisors tasked with establishing relationships with corporate travel decision-makers, co-creating long term partnerships, driving value to our Customers, and contributing revenue to Southwest's bottom line."



Kevin Sullivan
Director of Corporate Field Sales





PRACTICE

Recruitment Case Study: Southwest Airlines

Southwest Airlines @SouthwestAir · Oct 16

We believe Happy Employees = Happy Customers = Happy Shareholders. So it's an honor to see our Employees ranked among the happiest on Comparably's Happiest Employees 2019 list.



20 37 192

Southwest Airlines @SouthwestAir · Oct 28

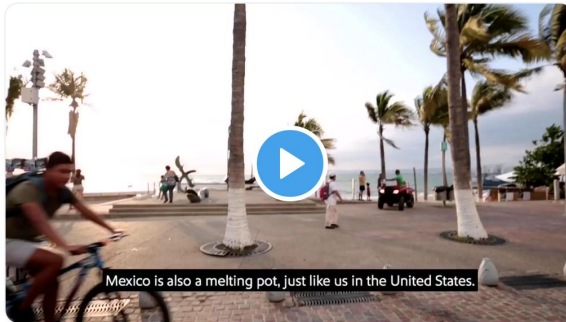
When a Southwest Employee met this NASA retiree, she decided to do something special.



10 24 258

Southwest Airlines @SouthwestAir · Sep 30

This 20-year Southwest Flight Attendant lives in Puerto Vallarta and commutes to Houston for work, thanks to our international service.

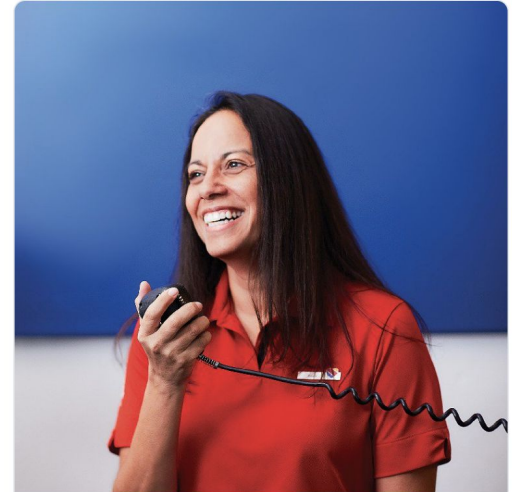


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Southwest Airlines @SouthwestAir · Sep 17

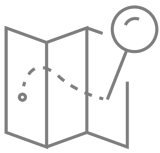
We currently employ over 18,000 Millennials, and last year alone, we invested over \$1 billion into our Employees' retirement savings accounts.

We've got your #millennialretirementplan right here.



Work for Southwest Airlines
careers.southwestair.com

14 32 262



PLAN

Survey Team with 3 Key Questions

Team Member EVP Survey

Hi everyone! Thank you for taking a few minutes to respond to these 3 questions. We recognize how it was important it is to check in with all members of our organization, share these questions, and collect feedback as we seek to further define our EVP (Employee Value Proposition) for future recruitment efforts.

Role

Your answer _____

Why did you join our district/school?

Your answer _____

Why do you stay at our district/school?

Your answer _____

What would make you leave our district/school?

Your answer _____

SUBMIT

Never submit passwords through Google Forms.

Align + Apply Recruitment Message Across Platforms

Align + Apply your Recruitment Messages Across Platforms

Our District is [insert main headline inspired by EVP survey analysis]

| Core Message | District Website | Social Media | Digital Communication | Print Communication | Partner Organizations | Recruitment Staff |
|--------------------------------------|------------------|--------------|-----------------------|---------------------|-----------------------|-------------------|
| Trend #1 Core Recruitment Message | | | | | | |
| Trend #2 Core Recruitment Message | | | | | | |
| Trend #3 Core Recruitment Message | | | | | | |

Q&A Time





Closing

Q&A Time



Closing: What is one thing you're going to take back to your team?

(Drop it in the chat box!)



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Closing: What is one thing you're going to take back to your team?

(Drop it in the chat box!)



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